

Advanced Certificate in Management ACM-Marketing

Programme Structure

1. **DMM05** : Marketing of Services
2. **DMM06** : Internet Marketing
3. **DMM08** : Product Management
4. **DMM09**:Customer Relationship Management

Detailed Syllabus

DMM05 : Marketing of Services

MARKETING OF SERVICES Concepts and Issues of Service Marketing: The Emergence of Service Economy; Nature and Classification & Characteristics of Services; Challenges in Service Marketing. Strategic Issues in Service Marketing: The Service Encounter; Consumer Behaviour in Service Marketing; Segmentation; Differentiation and Positioning of Services; Obligation & Duties of Service Provider; Service Tax Provisions. Marketing Mix in Services: Product; Price; Promotion; Place; People; Physical Evidence and Process Decisions. Managing Service Quality & Demand: Introduction to Service Quality - Dimension of Total Quality; Management of People and Techniques; Controlling Quality of Services; Demand Measurement and Supply Management. Application of Service Marketing: Marketing of Financial; Hospitality; Health; Educational and Professional Services; Marketing of Non-Profit Organizations and NGOs.

DMM 06 : Internet Marketing

INTERNET MARKETING Framework for Internet Marketing: Introduction; The Digital World; Networks; Individuals Online; Web Business Models Online Marketing Themes: Customer Support and Online Quality; Personalization; New Product Development and the Net; Traffic and Brand Building; Online Community; Pricing and the Online World; E-commerce Implementation and Organization: Internet Marketing Plans; Organizing for the Net

DMM 08 : Product Management

PRODUCT MANAGEMENT Introduction to Product Management: The Development of Modern Product Management; The Indian Market Scenario; Strategic Response to Competition Product Management & Branding: Branding; Market Segmentation; Positioning and Differentiation Strategies New Product Development Process: New Product Planning; Pricing Concepts and Strategies Distribution and Promotion Strategies: Distribution Channels: Structure and Strategy; Advertising Planning; Sales Management Market Research & Product Manager: Market Research; The Product Manager's Job Responsibilities

DMM 09: Customer Relationship Management

CUSTOMER RELATIONSHIP MANAGEMENT Relationships with Customers: The Importance of Customer Relationships; The Customer Development Process Identifying and Measuring Customer Related Factors: Customer Performance Factors; Customer Focus Factors The Customer Marketing: Phases of Customer Marketing; Key Elements of Customer Marketing Implementation of CRM with Customer Marketing: Phase-I – Preparation; Phase-II – Diagnosis; Phase-III – Decisions; Phase-IV – Rollout and Phase-V – Audit eCRM: Dimensions of eCRM.

Advanced Certificate in Management ACM-Finance

Programme Structure

1. **DFM03** : Security Analysis and portfolio Management
2. **DFM04** : International Finance
3. **DFM010** : Financial Risk Management
4. **DFM15** : Business Analysis and Valuation

Detailed Syllabus

DFM 03: Security Analysis and portfolio Management

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT An Overview: Nature and scope of Investment Decisions; Components of Investment Risk; Evaluation of Securities Security Market: Functioning and Organization; Regulation Analysis for Equity Investment: Economy and Industry Analysis; Company Level Analysis; Technical Analysis; Efficient Market Hypothesis Portfolio Theory: Portfolio Analysis; Portfolio Selection; Capital Market Theory; Portfolio Revision Institutional and Managed Portfolios: Performance Evaluation of Managed Portfolios; Investment Companies; Mutual Funds

DFM 04: International Finance

INTERNATIONAL FINANCE Essential Background: International Finance – Issues and Dimensions; International Monetary System; The Internationalization Process; International Financial Flows and Balance of Payments Framework Foreign Exchange: Foreign Exchange Market; Foreign Exchange Derivatives Markets; Determination of Exchange Rates; Empirical Evidence on Exchange Rate Determination Foreign Exchange Risk Management: Financial Accounting and Foreign Exchange; Managing Accounting Exposure; Measuring Economic Exposure; Managing Economic Exposure International Capital Budgeting: International Portfolio Investment; Capital Budgeting for the Multinational Corporation; Cost of Capital for Foreign Investments; Managing Political Risk Multinational Working Capital Management: Short-Term Financing; Financing Foreign Trade; Current Asset Management for the Multinational; Multinational Financial System

DFM 10: Financial Risk Management

FINANCIAL RISK MANAGEMENT introduction to Risk Management: The meaning of risk, how risk is managed, sources of risk limitations of Risk Management Corporate Risk Management: Approaches to Risk Management, Risk Management Process, Risk Management Tools – hedging, forward, future, options, swap Introduction to Derivatives: The classification of derivatives, features, participants Future – definition, mechanism of future market, difference between future and forward, motives behind using future Option – meaning, factors influencing option price, types of option Financial SWAPS – meaning, limitations of SWAP market, types of SWAP Issues in Risk Management: Regulatory Framework, Basel Committee, Legal Issues, Accounting Issues, Tax Issues, IT & System , Integrated Risk Management

DFM 15: Business Analyses and Valuation

BUSINESS ANALYSIS AND VALUATION Framework for Business Analysis and Valuation Using Financial Statements: The Role of Financial Reporting in Capital Markets, From Business Activities to Financial Statements; From Financial Statements to Business Analysis Business Analysis and Valuation Tools – I: Strategy Analysis – Industrial Analysis and Its Application, Competitive & Corporate Strategy Analysis; Accounting Analysis – Factors Influencing Accounting Quality, Steps in Doing Analysis, Accounting Analysis Pitfalls, Implementing Accounting Analysis Business Analysis and Valuation Tools – II: Financial Analysis – Ratio Analysis, Cash Flow Analysis; Prospective analysis: Forecasting – Relation of Forecasting to Other Analysis, Techniques of Forecasting Prospective Analysis: Valuation Theory and Concepts (Discounted Abnormal Earning Valuation Method, Valuation Using Price Multiples, Discounted Cash Flow Model); Valuation Implementation – Computing Discount Rate, Estimated Values, Terminal Values Business Analysis and Valuation Applications: Equity Security Analysis – Equity Security Analysis and Market Deficiency, Process of Comprehensive Security Analysis, Performance of Security Analysts; Credit Analysis and Distress Prediction – Process, Financial Statement Analysis and Public Debt.

Advanced Certificate in Management ACM-Human Resource Management

Programme Structure

1. **DHR 10:** Industrial Relations & Labour Laws
2. **DHR 11:** Wage & Salary Administration
3. **DHR 06:** International Human Resource Management
4. **DHR 12:** Organization Change and development

Detailed Syllabus

DHR 10: INDUSTRIAL RELATIONS & LABOUR LAWS

Industrial Relations: Meaning of Industrial Relations; Overview of Industrial Relations in India; Functions of Industrial Relations; Role of Industrial Relations Manager; Industrial Relations Policy; System Model; Understanding Impact of Globalization on Industrial Relations; Future Trends in Industrial Relations Industrial Dispute: Meaning of Industrial Dispute; Forms of Dispute; History of Labour Dispute in India; Industrial Truce Resolution of 1947; Industrial Truce Resolution of 1962; Causes & Results of Disputes; Methods for the Prevention and Settlement of Industrial Dispute; Authorities for the Settlement of Dispute; Central Industrial Relation Machinery in India; Labour Relation Management Bill 2003 Managing Employee Discipline; The Industrial Dispute Act 1947; The Industrial Employment (Standing Orders) Act 1946; Collective Bargaining; Grievance Resolution Trade Unions: Definitions, Nature & Scope of Trade Unions; Trade Union as an Organization; Trade Union Theories; Need for Trade Unions; Functions of Trade Unions; Trade Union Recognition and Registration; Trade Unionism in the Unorganized Sector; Historical Development of Trade Unions in India; The Trade Union Act 1926; Relevance of Trade Union in Knowledge Economy Labour Legislation: Background; Concept of Labour Legislations; Principles of Labour Legislation; Constitutional Framework of Labour Legislation in India; Role of ILO in Developing Labour Legislation; Restructuring Labour Policies Important Labour Laws: The Factories Act 1948; The Mines Act 1952; Contract Labour (Regulation & Abolition) Act 1970; The Child Labour (Regulation & Abolition) Act 1986; The Apprentices Act 1967; The Minimum Wages Act 1984; The Payment of Wages Act 1936; The Payment of Bonus Act 1955; The Payment of Gratuity Act 1972; The Equal Remuneration Act 1976; The Employees State Insurance Act 1948; The Workmen's Compensation Act 1923; The Employees Provident Fund and Miscellaneous Provision Act 1952; The Maternity Benefit Act 1961

DHR 11: WAGE & SALARY ADMINISTRATION

Components of Remuneration: Wages and Salary; Incentives; Fringe Benefits; Theories of Wages; Issues in Wage Determination; Components of Wage Payment; Theories of Remuneration – Reinforcement and Expectancy Theory; Equity Theory; Agency Theory; Importance of Ideal Remuneration Theory; Factors Influencing Employee Remuneration – Challenges Affecting Remuneration Legal Framework of Wage & Salary Administration: Wage Concept and Definition of Wages Under Various Labour Legislation; The Minimum Wages Act 1984; The Payment of Wages Act 1936; The Payment of Bonus Act 1955; The Payment of Gratuity Act 1972; The Equal Remuneration Act 1976; The Workmen's Compensation Act 1923; The Employees Provident Fund and Miscellaneous Provision Act 1952; National Wage Policy Compensation – Concept and Context: Role of Compensation and Rewards in Organization; Economic and Behavioural Issues in Compensation; Components Framework of Compensation Policy; Pay Packet Composition; Job Evaluation System Reward System Incentive and Pay Restructuring: Design of Performance Linked Reward System; Incentives for Blue and White Collar Workers; Bonus Profit Sharing and Stock Options; Allowances and Benefits; Downsizing and Voluntary Retirement Scheme Emerging Issues and Trends: Tax Planning; Overview of Future Trends in Compensation Management

DHR 06: International human resource management

INTERNATIONAL HUMAN RESOURCE MANAGEMENT Introduction and Overview to International Human Resource Management: An Introduction; The Organizational Context; The World countries and Practical Guide

to International Manager International Human Resource Management – A Perspective: International Recruitment and Selection; Performance Management; Training and Development; Compensation International Human Resource Management: Issues and Strategies: Reentry and Career Issues; Labour Relations International Human Resource Management: Moving beyond Models, Challenges and Implications: HRM Trends and Future Challenges; Human Resource Issues in Multinational Corporations International Human Resource Management: The Paradigm of Cross -Cultural Management: Cultural Variables in Organizational Context; Cultural Perspectives in Organizations; Cross-Cultural Issues

DHR 12: Organization change and development

ORGANIZATION CHANGE AND DEVELOPMENT Overview of Organizational Development: Introduction to Organizational Development; Nature of Planned Change Process of Organization Development: Diagnosing Organizations, Groups and Jobs; Collecting and Analyzing Diagnostic Information; Leading and Managing Change; Evaluating and Institutionalizing OD Interventions Human Process Interventions: Interpersonal and Group Process Approaches; Organization Process Approaches Techno-structural Interventions: Restructuring Organizations; Employee Involvement; Work Design Human Resources Management Interventions: Performance Management; Developing and Assisting Members Strategic Interventions: Organization and Environment Relationships; Organization.

Advanced Certificate in Management ACM-Operations Management

Programme Structure

1. **DOMM 01** : Manufacturing Management
2. **DITM 01** : Innovation and Technology Management
3. **DOM 03** : Project Management
4. **DSCM 01** : Logistics and Supply chain Management

Detailed Syllabus

DOMM 01: Manufacturing Management

MANUFACTURING MANAGEMNET Continuous, Waste Elimination, Customer Focus: Fundamentals of Continuous Improvement; JIT : Value Added and Waste Elimination; TQM : Customer-Focused Quality Elements of Lean Production: Small-Lot Production; Setup-Time Reduction; Maintaining and Improving Equipment; Pull Production Systems; Workcells and Cellular Manufacturing Quality Products, Quality Processes: Quality of Design; Quality Inspection and Statistical Sampling; Statistical Process Control; Systems for Eliminating Defects Simplified Production Planning and Control Systems: Scheduling for Smooth Flow; Synchronizing and Balancing Processes; Planning and Control in Pull Production Beyond the Production System: Managing the Supply Chain; Activity-Based Costing; Performance Measurement: Making Bean Counting Relevant

DITM 01: Innovation and technology management

Introduction: Definition and Characteristics; Management of Technology; Key Concepts Theoretical Foundations: Technological Environment; Process of Technological Change: Innovation and Diffusion; Technology and Competition; Process Innovation, Value Chains, and Organization Technology Strategy – Basics: Technology Intelligence; Technology Strategy: Overview; Technology Strategy: Collaborative Mode Domains of Technology Strategy: Appropriation of Technology; Deployment in New Products; Deployment of Technology in the Value Chain Role of General Management: Organizing for Innovation; Intellectual Property Strategy; Project Valuation and Financing.

DMO 03: Project management

Projects in Contemporary Organization: The Definition of a "Project", Why Project Management?, The Project Life Cycle, Project Management Maturity, Project Selection and Criteria of Choice, The Nature of Project Selection Models, Types of Project Selection Models The Project Manager & Project Organization: Project Management and the Project Manager, Special Demands on the Project Manager, Selecting the Project Manager, Problems of Cultural Differences, Impact of Institutional Environments, The Project as Part of the Functional Organization, Pure Project Organization, The Matrix Organization, Mixed Organizational Systems, Choosing an Organizational Form, Human Factors and the Project Team Generation Screening of Project Ideas: Generation of Ideas, Monitoring The Environment, Corpo- rate Appraisal, Profit Potential of Industries, Porter Model, Scouting for Project Ideas, Preliminary Screen- ing, Project Rating Index, Sources of Positive Net Present Value Market and Demand Analysis: Collection of Secondary Information, Conduct of Market Survey, Char- cauterization of the Market, Demand Forecasting, Uncertainties in Demand Forecasting Technical Analysis: Manufacturing Process/Technology, Project Mix, Plant Capacity, Location and Site, Machineries and Equipment, Structures and Civil Works, Environmental Aspects, Project Charts and Layouts Financial Estimates and Projections: Cost of Project, Means of Finance, Estimates of Sales and Production, Cost of Production, Working Capital Requirement and its Financing, Profitability Projections (or Estimates of Working Results), Projected Cash Flow Statement, Projected Balance Sheet Selection: Basic Techniques: The Time Value of Money, Investment Criteria, Project Cash Flows, The Cost of Capital Financing of Projects, Capital Structure, Menu of Financing, Equity Capital , Preference Capital, Internal Accruals, Terms Loans, Debentures, Working Capital Advance, Financing Infrastructure Projects, Venture Capital Implementation: Project Management, Forms of Project Organization, Project Planning, Project Control, Pre- Requisites for Successful Project Implementation Network Techniques for Project Management, Development of Project

Network, Time Estimation, Determination of the Critical Path, Pert Model, CPM Model Project Review and Administrative Aspects: Control of In-Progress Projects, Post Completion Audits

DSCM 01: Logistics and supply chain management

Supply Chain Management – An Introduction: The Changing Business Landscape; The Supply Chain Concept; Dimensions of Logistics; Logistics in the Economy: A Macro Perspective; Logistics in the Firm: The Micro Dimension; Approaches to Analyzing Logistics Systems; Logistics and Systems Analysis; Logistics in the Firm: Factors Affecting the Cost and Importance of Logistics; Third-Party Logistics – Industry Overview; A Note on FourthParty Relationships Need for Collaborative Relationships Demand & Procurement Management: Demand Management; Traditional Forecasting; Collaborative Planning, Forecasting and Replenishment; Order Fulfillment and Order Management; Customer Services; Channels of Distribution; Inbound Logistics along the Supply Chain; Materials Management; Electronic Procurement; Types of E-commerce Models Inventory Decision Making: Inventory in the Firm-Rationale for Inventory; Inventory Costs; Classifying Inventory; Inventory Decision Making; Fixed Order Quantity Approach (Condition of Certainty); Fixed Order Quantity Approach (Condition of Uncertainty) Transportation Management: The Role of Transportation in Logistics The Transport Selection Decision; The Basic Modes of Transportation; Legal Classifications of Carriers; Intermodal Transportation; Management Strategy; Documentation-Domestic; Bases for Rates Supply Chain Information Systems: Contemporary Issues in Information Systems; Architecture and Objectives of Information Systems; Major Drivers of the Connected Economy; Contemporary Logistics Information Technologies; Logistics Information System Supply Chain Performance Measurement: Dimensions of Performance Metrics; Overview of Performance Measurement; Supply Chain Metrics Network Design & Facility Location: The Strategic Importance of Logistics Network Design; Logistics Network Design; Major Locational Determinants.

Advanced Certificate in Management ACM-Enterprise Management

Programme Structure

1. DIS04: Computer Networks
2. DIS08: Knowledge Management
3. DIS11: Systems Management
4. DOM05: Supply chain Management

Detailed Syllabus

DIS 04: Computer networks

Introduction: Introduction to Computer Networking Network Fundamentals: Application Layer; Physical Layer; Data Link Layer; Network and Transport Layer Network Technologies: Local Area Networks; Backbone Networks; Metropolitan and Wide Area Networks; The Internet Network Management: Network Security; Network Design; Network Management

DIS 08: Knowledge management

KNOWLEDGE MANAGEMENT Basics of Knowledge Management: Introduction Leveraging Knowledge Capital: Leveraging Knowledge Capital Core Elements of Knowledge: Core Elements of Knowledge KM Technologies: KM Technologies Learning Organizations: Learning Organizations.

DIS 11 : Systems management

SYSTEMS MANAGEMENT Historical Perspective: Definitions and Key Concepts; Evolution of Systems Management; Staffing Building Blocks I: Availability; Performance and Tuning; Change and Problem Management; Storage, Network and Configuration Management Building Blocks II: Capacity Planning; Security; Disaster Recovery; Facilities Management Technology: Process Robustness; Technology Applications for Client / Server and Web enabled Environments.

DOM 05: Supply chain management

Overview of Logistics: Introduction; Nature and Concepts; Evolution of the Logistics Concept; Logistical Mission and Strategic Issues; Logistics in India; Growing Importance of Logistics Management; Logistical Competitive Advantage; Strategic Logistics Planning Process; Operational Objectives; Components of Logistics Management; Functions of Logistics Management; Integrated Logistics System. Supply Chain Management: Nature and Concept; Value Chain; Functions and Contributions; Supply Chain Effectiveness and Indian Infrastructure; Framework for Supply Chain Solution; Outsourcing and 3PLs; Fourth-party Logistics (4PLs); Bullwhip Effect and Supply Chain; Supply Chain Relationships Demand Management and Customer Service: Outbound-to-Customer Logistics Systems; Demand Management; Traditional Forecasting; Collaborative Planning, Forecasting, and Replenishment; Order Fulfillment and Order Management; Customer Service; Expected Cost of Stockouts; Channels of Distribution. Procurement and Supply Management: Introduction; Inbound Logistics along the Supply Chain; Materials Management; Procurement - Importance of Item and Service; Electronic Procurement; Types of E-commerce Models. Inventory Control and Management: The Importance of Inventory; Inventory Costs; Classifying Inventory; Fundamental Approaches to Managing Inventory; Fixed Order Quantity Approach (Condition of Certainty); Fixed Order Quantity Approach (Condition of Uncertainty); Fixed Order Interval Approach. Warehousing Decisions: The Nature and Importance of Warehousing; The Role of the Warehouse in the Logistics System; A Basic Conceptual Rationale; Basic Warehousing Decisions; Warehouse Layout and Design; Layout and Design Principles; Layout and Design Objectives; Materials Handling; Objectives of Materials Handling; Guidelines and Principles; Packaging; The Role of Packaging; Packaging Materials; Bar Coding. The Transportation System and Management: The Role of Transportation Selection Decision; The Basic Modes of Transportation; Legal Classifications of Carriers; Intermodal Transportation; Indirect and Special Carriers; Documentation – Domestic; Documentation – International; Bases for Rates. Logistics and Supply Chain Information Systems: Introduction; Contemporary Issues in information Systems; Architecture and Objectives of Information Systems; Major Drivers of the Connected Economy; Logistics Information System.

Advanced Certificate in Management ACM-Operations Management

Programme Structure

1. DRM 01: Sampling Methods & Techniques
2. DRM 02: Hypothesis Testing
3. DRM 03: Data Editing & Coding
4. DRM 04: Introduction to SPSS

Detailed Syllabus

DRM 01 Sampling methods & techniques

SAMPLING METHODS & TECHNIQUES Defining Statistics: Definition; Division of Statistics; Scope; Measures of Central Tendency (Arithmetic Mean, Median and Mode); Measures of Dispersion (Range, Quartile Deviation, Variance, Standard Deviation); Skewness and Kurtosis Regression and Correlation: Linear Regression; Regression and Causality; Regression and Extrapolation; SY-X as a Measure of Correlation; Correlation Reconsidered; Correlation of Ranks rS; Statistical Inferences and Regression and Correlation; Multiple Correlation A Brief of Sampling: Concepts; Sampling & Non-Sampling Errors; Sampling Methods (Simple Random Sampling, Stratified Random, Cluster Sampling, Systematic Random Sampling) Sampling Distribution – I: Theoretical Basis of Sampling Distribution; Sampling Distribution of X (Sampling with Replacement, Sampling without Replacement); Sampling Distribution of Differences; Sampling Distribution of P (Sampling with Replacement, Sampling without Replacement); Sampling Distribution – II: Limitation of Large Sampling; Degree of Freedom; Expected Value of Sample Variance; Pooled Variance; Chi-square Distribution; F-Distribution; Student's t-Distribution PART-II: DISTRIBUTION MANAGEMENT Distribution Management: Distribution in Marketing Mix; Role of Intermediaries in Distribution Channels; Vertical and Horizontal Marketing Systems. Retailing and Wholesales: Importance, Role and Type of Retailer; Retail Management Strategies; Importance, Role and Classification of Wholesaler; Managing Channel Members. Supply Chain & Logistics Management: Objectives; Order Processing; Warehousing; Inventory; Transportation; Managing Physical Distribution; EDI and Supply Chain Internet as a Medium for Order Processing and Information.

DRM 02 HYPOTHESIS TESTING

HYPOTHESIS TESTING Concepts, Issues & Methods: Statistical Hypothesis; Testing Hypothesis about μ ; One-tail Test; Consideration in Choice of ; Determining the Sample Size n; Testing in Relation to Confidence interval Testing Procedure & the Test: Test Concerning Mean; Test Concerning Population Proportion p; Test Concerning Variance σ^2 ; Testing the Significance of Correlation; Testing the Significance of Regression Non-Parametric Test – I: The Chi-Square Test; Test of Goodness of Fit; Test of Independence; Test of Homogeneity; Test of Equality of Several Population Proportion; Non-Parametric Test – II: Sign Test; Sign Test for Paired Observations; Wilcoxon Signed – Ranked Test; McNemar Test; The Mann – Whitney U Test; Kruskal – Wallis H Test.

DRM 03 DATA EDITING & CODING

DATA EDITING & CODING The Sources & Collection of Data: Nature of Measurement; Measurement Scale – Selection and Rating of Scales; Questionnaire and Instruments; Sampling Data Preparation & Description: Editing – Field, Central Editing; Coding; Data Entry; Exploring, Displaying & Examining Data Hypothesis Testing: Introduction; Logic of Hypothesis Testing; Statistical Testing Procedure; Test of Significance Written and Oral Reports: The Written Research Report – Short-long Reports; Research Report Components; Writing the Report; Presentation of Statistics; Oral Presentation.

DRM04 INTRODUCTION TO SPSS

INTRODUCTION TO SPSS Introduction: Starting SPSS; SPSS Main Menus; Working with Data Editor; SPSS Viewer; Importing and Exporting Data Basic Statistical Concepts: Research in Behavioural Science; Types of Variables; Reliability and Validity; Hypothesis Testing Use of SPSS: Use of SPSS in - Descriptive Statistics, Comparing Means: One or Two Samples t-Tests, Comparing Means: Analysis of Variance, Chi-Square Test of

Independence for Discrete Data, Correlation Analysis, Multiple Regression, Logistic Regression, Data Reduction and Scale Reliability: Factor Analysis Advanced Data Handling: Sorting Cases; Merging Files; Splitting Files; Selecting Cases; Recoding Values; Computing New Variables.